External Training (Non-FSI Training)

T he FSI Office of the Registrar manages the External Training Program for training provided outside of the Department through other government agencies, private vendors, or colleges and universities. This program meets training needs that cannot be satisfied through FSI courses or FSI-sponsored distance learning. For example, the Graduate School, USDA offers a variety of courses for government employees. For information go to http://www.grad.usda.gov. Many external training opportunities are bureau-funded, although FSI centrally funds a significant amount of external training that meets certain criteria.

The FSI External Training Program will fund one training request per quarter per employee for job or career-related training not offered by FSI, subject to the availability of funds. Please note that the External Training funds may not be used to fund language training or conferences. Individual bureaus, however, may fund conferences or training that exceeds the FSI dollar or number of course limits.

Costs may not be split between FSI and the bureau or FSI and the employee. Requests for all external training, whether funded by FSI or the bureau, must be submitted to the FSI Registrar well in advance through your Bureau Training Officer. More detailed information on the application process is available in the FSI catalog and on the FSI website (http://fsi.state.gov/admin/reg/default.asp). Information regarding commonly used vendors and programs is also available through Bureau Training Officers and the FSI External Training Office at (703) 302-7145.

FSI-Sponsored External Training Opportunities

This section describes several current FSI-funded external training opportunities. These training opportunities are subject to the availability of funds and are advertised through Department Notices. Interested employees apply to FSI through their bureau Executive Offices.

Office of Personnel Management (OPM) Residential Management Seminars

As needed, FSI purchases a limited number of slots in four two-week seminars held at various times throughout the year at the OPM Eastern Management Development Center in Shepherdstown, West Virginia:

- Leadership Potential Seminar (for GS-11's and above)
- Seminar for New Managers– Leading People (for GS-13's and above)
- Management Development Seminar– Leading Organizations (for GS-13's and above)
- Executive Development Seminar– Leading Change (for GS-15's)

Employees are competitively selected for these seminars. Travel costs are funded by the employee's bureau. For more information, contact the your Bureau Training Officer or the OPM website (http://www.leadership.opm.gov/bycategory.cfm#cl).

Graduate School, U. S. Department of Agriculture (USDA) Human Resource Management Courses

FSI may purchase several courses in human resource management from the Graduate School, USDA. These courses are selected based on needs, and range from two to eight days each. They are held at the George P. Shultz NFATC or SA-44 and are designed to enhance the technical skills of Civil Service Human Resources Specialists. For more information, contact your Bureau Training Officer.

The Advanced Management Program

A limited number of spaces are available for GS/GM-14 level employees in the Advanced Management Program (AMP) at the Information Resource Management College of the National Defense University in Washington, D.C. This intense, 14-week program covers Information Resource Management in the Federal Government from a senior level perspective.

Employees are competitively selected for this program. For information on the application process, contact the FSI Registrar's Office. For information on the curriculum, contact the FSI School of Applied Information Technology.

Army War College Master of Strategic Studies

This new and exciting two-year distance learning master's degree program offered by the Army War College in Carlisle, Pennsylvania is available to a limited number of Civil Service employees at the 14/15 grade level. Employees are competitively selected for the Distance Education Program, which closely resembles the scope of the resident program.

This intensive and rigorous curriculum consists of ten distance education courses delivered over the Internet during a two-year period. Participants are also required to attend two residential sessions, each lasting two weeks during the June/July timeframe. The curriculum leads to a Master of Strategic Studies degree.
For more information, contact the FSI External Training Office at (703) 302-7145 or visit the Army War College website at http://dde.carlisle.army.mil/index.htm.

Full time attendance at the War Colleges is available to a very limited number of Civil Service employees through the Department's long-term training program. (See the section on *Long-Term Training Opportunities* later in this publication).

Other Specialized Courses

Based on identified training needs and cost effectiveness, FSI occasionally purchases other specialized courses that are held at the George P. Shultz NFATC. Recent examples include courses in management analysis, the Merit Systems Principles, and various courses in competitive sourcing.

For information on additional external training opportunities, please see the following sections on Career Development Programs and Long-Term Training Opportunities in this publication and the other resources at the end.
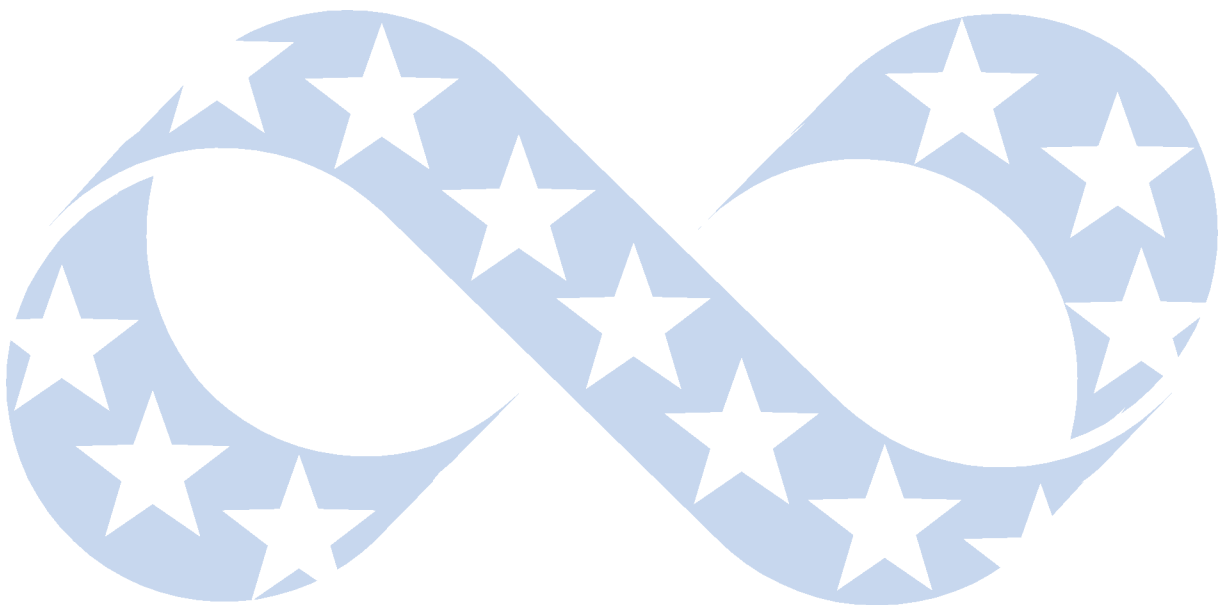
Career Development Programs

The Department participates in several external career develop ment programs available to Civil Service employees in other United States Government agencies. The Bureau of Human Resources, Office of Civil Service Human Resources Management (HR/CSP), Career Development Division manages these external leadership and professional development programs.

These training opportunities are usually bureau-funded, however central funding through FSI's External Training Program may also be available. Civil Service employees remain in their current positions while participating in these career development programs. The programs are advertised through Department Notices throughout the year. The deadlines for the receipt of applications vary throughout the year according to the program. Interested employees submit their applications to HR/CSP through their bureau Executive Offices.

Below is a list of the external Career Development Programs available to Civil Service employees. Detailed program descriptions and costs are available on the HR/CSP website: http:// hrweb.hr.state.gov/csp/cardev_div.html.

Graduate School, USDA Leadership Development Programs

Aspiring Leader Program (ALP)	6 months part-time	GS-5-7
New Leader Program (NLP)	6 months part-time	GS-7-11
Executive Leadership Program for Mid-Level Employees (ELP)	12 months part-time	GS-11-13
Executive Potential Program (EPP)	12 months part-time	GS-13-15

Congressional Fellowships

Brookings Institution LEGIS Fellows Program	7 or 12 months full-time	GS-13 and above
USDA Graduate School Congressional Fellows Program	6 or 12 months full-time	GS-13 and above
Georgetown University Capitol Hill Fellows Program	7 or 12 months full-time	GS-13 and above

Council for Excellence in Government

Fellows Program	12 months part-time	GS-14 and above

Joint Military Intelligence College (JMIC)

Master of Science in Strategic Intelligence	Up to 5 years part-time	Bachelor's Degree

Career Entry Program

The Department of State's Career Entry Program (CEP) is a two-year career development program designed to attract and retain exceptional individuals in targeted administrative and professional occupations. Current employees who qualify for the program are encouraged to apply. This program provides an excellent opportunity for Civil Service employees to bridge into another occupational field.

The CEP also brings into the Department a cadre of diverse, talented and motivated employees. It provides entry-level employees with a planned, systematic program of training and development to acquire the knowledge, skills, and abilities for successful performance. It also provides promotion opportunities for CEP employees who successfully complete all required training and developmental assignments.

There are a limited number of CEP positions each year, primarily in such fields as contract management, human resource management, financial management, foreign affairs and public affairs. Entry is at the GS-7 level. Program participants undergo a rigorous, structured two-year program of classroom training, on-the-job training, rotational assignments and self-development activities. For more information, contact HR/CSP at (202) 663-2000 or (202) 663-2166.

Senior Executive Service (SES) Candidate Development Program

The Department's SES Candidate Development Program was created to systematically identify and develop candidates for SES positions in the Department of State. Participants are selected annually in a competitive process. The number of participants is typically five to seven per year. Participants are required to have an Individual Development Plan, work with a senior mentor, participate in formal training, and undertake a developmental assignment.

Candidates who complete the program are reviewed by the Department's Executive Resources Board (ERB) prior to submission to the U.S. Office of Personnel Management's Qualification Review Board (QRB) for certification. Certification is valid indefinitely and fulfills the requirement for certification of Executive Core Qualifications by the QRB prior to a career SES appointment.

Civil Service Mentoring Program

In 2003, the Bureau of Human Resources implemented the first ever Department-wide, formal mentoring program for Civil Service employees. The primary goal of the program is to foster participants' development and professional growth. During the one-year program protégés and mentors meet 2-4 hours per month, attend an Orientation and mentoring forums, and develop and implement Action Plans. Protégés must be Civil Service employees, while mentors may be either Civil Service or Foreign Service employees. For more information, visit http://hrweb.hr.state.gov/csp/cardev_div.html.
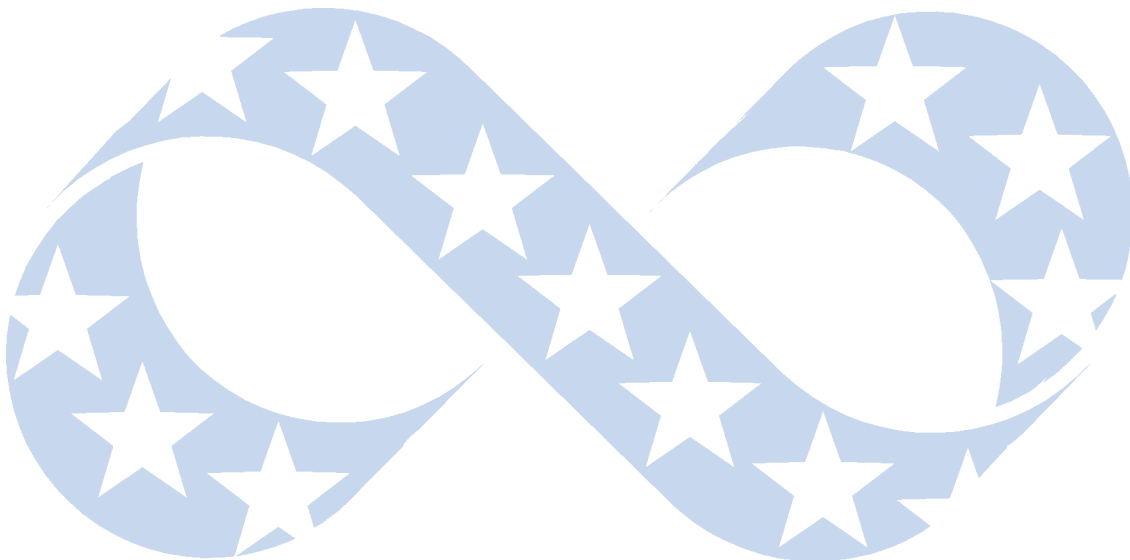
Long-Term Training Opportunities

Each year, the Bureau of Human Resources, Office of Career Development and Assignments (HR/CDA), publishes a brochure entitled, *Foreign Service and Civil Service Long-Term Training Opportunities*, for the following academic year. These long-term training opportunities generally last from 9-12 months. Employees are competitively selected for these outstanding opportunities and competition is keen.

Civil Service employees remain in their positions of record while participating in this training on a full-time basis.

While tuition is centrally-funded, bureaus fund the cost of travel and per diem for Civil Service employees attending out-of-town programs. Interested employees submit their applications to HR/CSP which reviews and forwards them to HR/CDA.

Below are lists of Long-Term Training Opportunities available only to Mid and Senior level Civil Service employees. Detailed program descriptions, eligibility, and application requirements are available on the HR/CDA website http://hrweb.hr.state.gov/cda/long-term_training.html. Then click on *Training Opportunities*.

Mid-Level Training

Eligibility for these programs varies from GS-11 through GS-14, depending on the program.

- The Joint Military College (JIMC) Masters of Science in Strategic Intelligence, Washington,   D.C.
- The FSI Economic and Commercial Studies Program, FSI
- The Executive Council on Foreign Diplomacy Corporate Placement Program (major firms at various locations in the United States)
- Council on Foreign Relations

- Armed Forces Command and Staff Colleges:
    - College of Naval Command and Staff, Newport, Rhode Island
    - Marine Corps Command and Staff College, Quantico, Virginia
    - Air Command and Staff College, Montgomery, Alabama
    - Army General Command and Staff College, Ft. Leavenworth, Kansas
- Masters in Public Policy, Woodrow Wilson School of Public and International Affairs, Princeton University, Princeton, New Jersey
- Science, Technology and Foreign Policy, Center for International Science and Technology Policy, George Washington University, Washington, D.C.

Senior Level Training

These opportunities are available for GS-15's. Exceptional GS-14's may also be considered depending on the program.

- National War College, Washington, D.C.
- Industrial College of the Armed Forces (ICAF), Washington, D.C.
- Air War College, Montgomery, Alabama
- Army War College, Carlisle, Pennsylvania
- Marine War College, Quantico, Virginia
- Naval War College, Newport, Rhode Island

Overseas Opportunities

Throughout their careers, Civil Service employees have many opportunities to apply for, or bid on, positions at posts overseas. Below is a description of these opportunities. They are announced primarily through Department Notices.

Excursion Tours and the Civil Service to Foreign Service Hard-to-Fill Program

Civil Service employees predominantly at grades GS-6 and above can bid on a wide variety of positions at posts throughout the world through excursion tours and the Civil Service to Foreign Service Hard-to-Fill Program. These positions provide excellent opportunities for Civil Service employees to better understand the post environment and to apply lessons learned when they return to their domestic positions. The tours of duty vary from one to four years. Employees selected receive Foreign Service limited non-career appointments (LNA) while they are employed abroad.

For more information, please contact the Office of Career Development and Assignments in the Bureau of Human Resources (HR/CDA) at (202) 647-1502 or (202) 647-9732.

FSI's Transition Center

If you are considering going overseas for any excursion tour, The FSI Transition Center (TC) should be your first stop. The three divisions of the FSI Transition Center–the Overseas Briefing Center (OBC), the Training Division (TCT), and the Career Transition Center (CTC)–deal with preparing U.S. Government employees and their family members for effectiveness in the foreign affairs community by facilitating and assisting with transitions throughout-and after-their careers. The TC provides information, training, counseling, and referral services on a wide range of topics.

All three divisions of the FSI Transition Center are located on the main floor of the E-building at the George P. Shultz National Foreign Affairs Training Center.

In addition, employees going overseas should view *The Foreign Affairs Community Life Skills Continuum* at http://fsi.state.gov/fsi/tc/pubs/continuum/default.asp.

Overseas Briefing Center

Whether you already have an overseas assignment or are contemplating one, the OBC is the best place to begin your research. The information you need to make the best choices for you and your family can be found in one place.

- Collection of visual and printed materials on every overseas post including post reports, maps and post-specific information on spouse employment, housing, security, education, consumables, medical facilities, automobiles and importation of pets

- Logistical and planning information about Foreign Service life including allowances, insurance, auto purchase, and traveling with pets

- OpenNet address: http://fsi.state.gov/fsi/tc/default.asp Telephone: (703) 302-7277

Transition Center Training Division

The Training Division offers a wide range of popular programs and special events designed to meet the diverse needs of employees and family members preparing for an overseas assignment or returning to the U.S. The continuum of training begins with presentations and courses targeting those new to the Foreign Service, such as:

Realities of Foreign Service Life; Communicating Across Cultures; Explaining America; Regulations, Allowances and Finances; and Protocol and U.S. Representation Abroad. Employment Planning for the Foreign Service Spouse, English Teaching, and Making Presentations: From Design to Delivery provide family members with career skills they can use both at home and overseas.

Children's concerns are addressed, too. Prior registration to attend courses is required. For current course listings and schedules, call 703-302-7268 or visit the OBC website.

A minimum series of courses recommended before departure includes: *Protocol and U.S. Representation Abroad; Regulations, Allowances, and Finances; Working in an Embassy* (through the School of Professional and Area Studies); and the *Security Overseas Seminar* (mandatory for all employees).

Register through your Civil Service excursion Career Development Officer in HR/CDA. For information about the classes or course dates call (703) 302-7269 or check the OBC website.

FSI's Career Transition Center: Life After Federal Service

The Career Transition Center (CTC) addresses the needs of those who have been there, done that and are considering options outside the Department or the Foreign Affairs community (consideration should begin well before the projected retirement date). The CTC conducts two flagship programs: The Job Search Program (JSP) and the Retirement Planning Seminar (RPS), intended for persons near or ready for retirement.

In addition, the CTC also maintains the Talent Bank, a database of active-duty and retired personnel who are interested in work primarily outside the federal government. The Center publishes a monthly Newsletter & Job Leads that provides job search information and employment opportunities to interested employees and retirees. For further information, call (703) 302-7415.
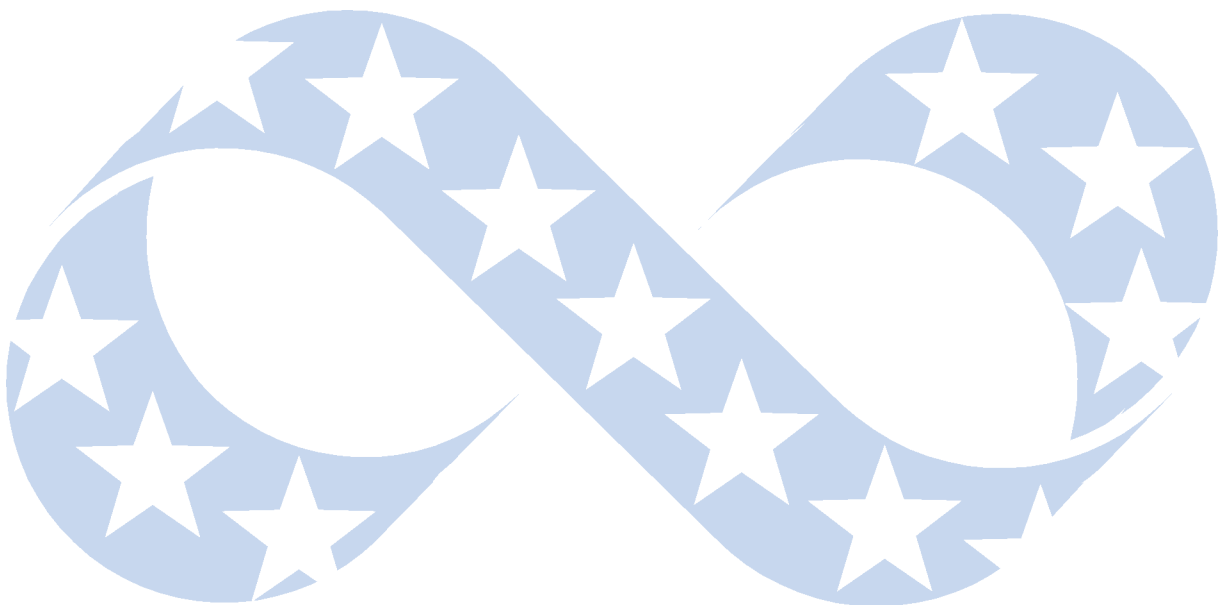
The Career Development Resource Center: An Important Resource For Career Planning

T he Department has an important career planning resource for Civil Service employees. It is the Career Development Resource Center (CDRC).

Career Development Resource Center

The Bureau of Human Resources sponsors the Career Development Resource Center (CDRC), a service organization located at SA-1 (Columbia Plaza) where Civil Service employees and Foreign Service family members can receive free, professional assistance to help them identify and implement sound career moves. The CDRC encourages the use of its career development resources and services, which include confidential career counseling by appointment, coaching, workshops, video screenings, specialized software, and an extensive lending library.

Note: Employees in our field offices are encouraged to contact the CDRC to take advantage of these resources and services from their locations using a variety of methods.

The CDRC helps individuals:
- Create Individual Development Plans
- Gather information to facilitate job search explorations
- Explore and evaluate skills, interests, values and preferred work situations
- Plan career steps and set reachable goals
- Receive Typing Certification by taking a typing exam
- Develop career mobility skills to move from one career to another
- Learn successful job-hunt strategies including developing resumes and federal applications, and improving interviewing and networking skills

The CDRC offers:
- Career counseling sessions by appointment
- Walk-in multi-media resource center that includes books, pamphlets, guides, newspapers and catalogues as well as video and audio tapes on career and life issues
- On-site career counseling or workshops by request
- Career-related workshops
- Weekly video screenings

- Computer resources for use in preparing job search materials and accessing the Internet to collect career information
- Career assessment tools and software
- Career information on the Department's Intranet at http://hrweb.hr.state.gov/csp/cdrc/index.html and on the Internet http://www.state.gov/www/cdrc/index.html

- Online survey to solicit customer feedback

The CDRC Career Counselors and Coaches help you to make effective decisions based on your interests.

Exploring Career Choices

If you are interested in transitioning to a different occupational series or from a general support role in your current occupational series to a specialty area, the Career Development Resource Center (CDRC) can get you started. Some general steps in the process involve the following:

Step 1: Assess your Current Job Competencies

In order to make this assessment, it is important to understand the relationship between tasks and competencies. A job competency is an observable, measurable pattern of skills, knowledge, abilities, behaviors and other characteristics needed to perform work roles or occupational functions successfully. A competency is a broader skill area needed to perform many tasks. Proficiency in more than one competency is frequently needed to perform one task. For example, oral and written communication skills are competencies. If your job requires you to receive information from people and write a response to their request, both oral and written communication skills are needed, along with interpersonal skills.

Job tasks are activities performed in an occupation. Many tasks make up an occupation and can change depending on the occupation. By knowing what tasks you are good at, you will be able to find a better job match and target jobs you are most qualified to do. If you are interested in transitioning to a new job, it will be useful to know what tasks are important for that job and how prepared you are to do those tasks. Rate yourself on the critical tasks for the occupation you have selected.

This type of information can help you target jobs you are qualified to do that you may not have thought about. Once you determine what competencies you excel in, think about all the tasks that need that competency.

Step 2: Review Required Tasks and Competencies in the Occupation(s) of Interest

The best source of information on tasks and competencies is the OPM Qualification Standards for General Schedule Positions available on the web at http://www.opm.gov/qualifications or visit your servicing personnel specialist. The standards are grouped by occupation and GS series.

Step 3: Perform a Competency Gap Analysis to Determine Job Interest Match

Now that you have gone through the important process of discovering your skills, strengths and weaknesses as they relate to your occupation(s) of choice, think about what you can do to acquire new required competencies or improve existing ones.

Step 4: Identify Training and Development Needs

Use this *Training Continuum for Civil Service Employees* and the FSI catalog to find available training and developmental opportunities. Consult with your supervisor on your training and developmental needs and those of the organization. Then attempt to match these needs where possible to garnish support for on-the-job and formal training. A mentor is another valuable resource for identifying developmental needs.

Step 5: Prepare an Individual Development Plan (IDP)

An Individual Development Plan provides you with a "course of action' to enhance the competencies that you have identified as needing improvement. This plan should include the full complement of activities needs to reach your annual goals, including on-the-job learning, formal classroom training, distance learning and self-development activities. For additional information on preparing and implementing IDP's, see the following section.

Step 6: Explore Career Opportunities

You can look for target jobs that utilize the competencies you are acquiring or improving and jobs which offer more career opportunities. Collect information on employment opportunities by regularly visiting the Department's career website at http://www.careers.state.gov/ or OPM's job bank at http://www.usajobs.opm.gov/.

It is important to understand that other major factors are involved when considering a career change such as meeting the qualification standards for federal occupations. These can be found on OPM's website at http//www.opm.gov/fedclass/html/gsseries.htm. You may find that to reach your personal goal of transitioning to a new occupation, you may have to pay for some of your training and/or take training during non-working hours.
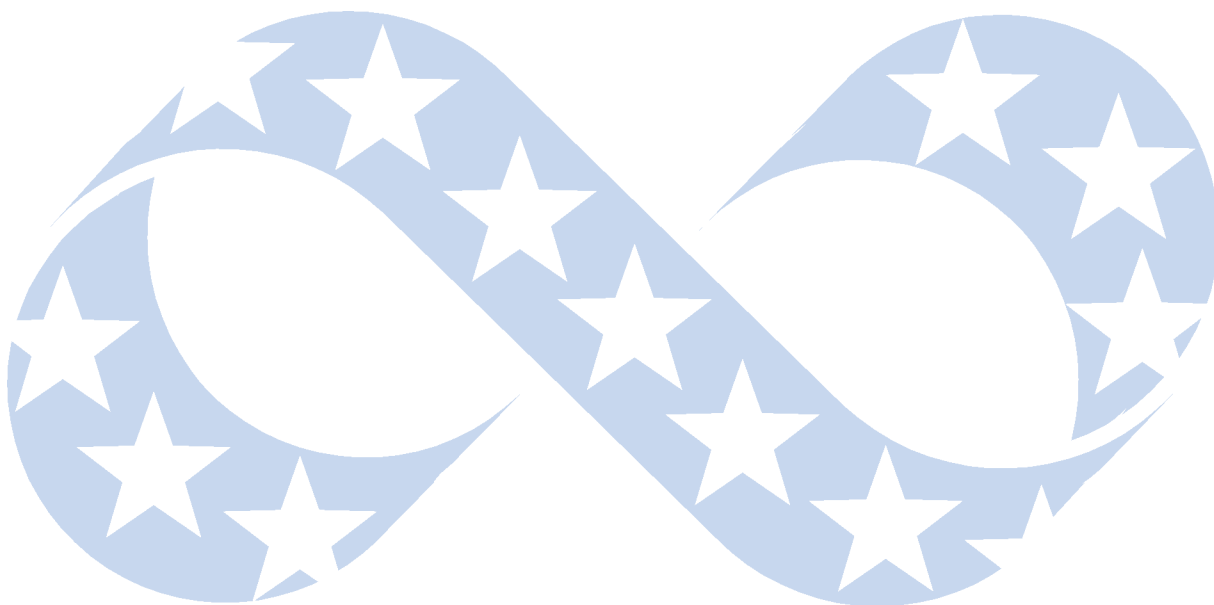
The Individual Development Plan (IDP)

The Individual Development Plan (IDP) is a written plan designed to meet each individual employee's particular development goals as well as the organization's goals. It is a method of systematically planning training and experience to develop needed skills, knowledge, and abilities. The IDP includes formal training, and informal training options such as on-the-job training, rotational assignments, and other learning experiences as identified. Developing an IDP is an opportunity for employees and supervisors to jointly implement a plan to help you meet your developmental needs and those of the organization. The IDP form (DS-1922) can be found on the Department's Intranet website under e-Forms or by contacting the CDRC or your Bureau Training Officer.

An IDP is not:

- A formal contract between employee and supervisor. It can be changed at any time to accommodate office needs
- A performance appraisal
- A Performance Improvement Plan
- A guarantee of advancement or promotion
- A contract or guarantee of payment for training

Benefits of an IDP:

- It provides a logical and structured framework for assessing the needs of both the individual and the organization
- It offers a way of organizing learning experiences so that they will be progressive and systematic rather than haphazard and wasteful of both time and money
- It provides a plan of action and a means for evaluating accomplishments of the plan
- It helps to develop competent staff to provide effective organizational performance
- It helps provide advance planning and scheduling to insure staff coverage
- It identifies common training and development needs among organizational work groups
- In aggregate, IDP's help bureaus in projecting training costs and preparing annual training plans

Role of the Employee

Before meeting with your supervisor to discuss your IDP, you should identify current and future career goals. It may also be desirable for you to consult with a career counselor in the Career Development Resource Center. It is important for you to consider personal expectations and how these relate to organizational expectations.

You should:
- Analyze skills, knowledge, abilities needed to achieve your career goals
- Conduct a self-assessment to identify specific skills that need to be enhanced
- Identify developmental objectives
- Relate formal/informal training and developmental experiences to the objectives
- Set up a meeting with your supervisor to review the rough draft
- Incorporate you and your supervisor's negotiated changes into final documents and jointly sign the IDP. Forward your IDP to your Bureau Training Officer and retain a copy for yourself.
- Identify and implement procedures for monitoring progress and evaluating developmental activities
- Implement training/developmental activities

Role of the Supervisor

The central element for the IDP process is the interaction between the employees and the supervisors. During this process, supervisors demonstrate support for employees and their development.

The supervisor should:
- Encourage and support employees' self-development
- Recommend employees seek assistance from a career counselor for help in formulating the IDP as needed
- Assist their employees with developing personal and organizational short-term objectives
- Give feedback on employees strengths and areas where training and development may be beneficial
- Identify budget, staff, and time constraints of the organization
- Allow time for and support training, details, rotational assignments, and on-the-job learning

Examples of development activities include:
- Scheduled (formal) training events (e.g. classroom courses)
- On-the-job training (OTJ)
- Correspondence courses
- Appropriate or assigned readings
- Independent study
- Details where feasible
- Shadowing or interviewing assignments
- Mentoring
- Audio, video or computer-based training including distance learning (e.g. FasTrac)

You can learn more about IDPs by visiting the Career Development Resource Center (CDRC) and exploring its numerous resources. The CDRC is located in Room L321, SA-1 (Columbia Plaza). Additionally, information is maintained on the CDRC's website: http://hrweb.hr.state.gov/csp/cdrc/idp.html. If you wish to obtain one-on-one career counseling to help you through the IDP process, you will need to schedule an appointment with one of the Center's career counselors. To reach the Center, call 202-663-3042.

Requesting Training

Department employees must complete requests for training forms to obtain approval to attend training. For all FSI courses, form DS-755 is used. For all other training, the SF-182 and FSI Training Agreement forms are used. Copies of the forms and instructions for completion may be located at your desktop on the Directives Management website (http://arpsdir.a.state.gov). For assistance, contact your Bureau Training Officer or the FSI's Registrar's Office.

Competency Definitions

T he U.S. Office of Personnel Management has conducted extensive research on employees throughout the federal sector to determine the competencies (skills, knowledge, abilities, traits) needed for successful performance. The results of this research have led to the identification of five categories of competencies described below.

I. Leading Change

Continual Learning - Grasps the essence of new information; masters new technical and business knowledge; recognizes own strengths and weaknesses; pursues self-development; seeks feedback from others and opportunities to master new knowledge.

Creativity and Innovation - Develops new insights into situations and applies innovative solutions to make organizational improvements; creates a work environment that encourages creative thinking and innovation; designs and implements new or cutting-edge programs/processes.

External Awareness - Identifies and keeps up-to-date on key national and international policies and economic, political, and social trends that affect the organization. Understands near-term and long-range plans and determines how best to be positioned to achieve a competitive business advantage in a global economy.

Flexibility - Is open to change and new information; adapts behavior and work methods in response to new information, changing conditions, or unexpected obstacles. Adjusts rapidly to new situations warranting attention and resolution.

Resilience - Deals effectively with pressure; maintains focus and intensity and remains optimistic and persistent, even under adversity. Recovers quickly from setbacks. Effectively balances personal life and work.

Service Motivation - Creates and sustains an organizational culture which encourages others to provide the quality of service essential to high performance. Enables others to acquire the tools and support they need to perform well. Shows a commitment to public service. Influences others toward a spirit of service and meaningful contributions to mission accomplishment.

Strategic Thinking - Formulates effective strategies consistent with the business and competitive strategy of the organization in a global economy. Examines policy issues and strategic planning with a long-term perspective. Determines objectives and sets priorities; anticipates potential threats or opportunities.

Vision - Takes a long-term view and acts as a catalyst for organizational change; builds a shared vision with others. Influences others to translate vision into action.

II. Leading People

Conflict Management - Identifies and takes steps to prevent potential situations that could result in unpleasant confrontations. Manages and resolves conflicts and disagreements in a positive and constructive manner to minimize negative impact.

Integrity/Honesty - Instills mutual trust and confidence; creates a culture that fosters high standards of ethics; behaves in a fair and ethical manner toward others, and demonstrates a sense of corporate responsibility and commitment to public service.

Leveraging Diversity - Recruits, develops, and retains a diverse, high quality workforce in an equitable manner. Leads and manages an inclusive workplace that maximizes the talents of each person to achieve sound business results. Respects, understands, values and seeks out individual differences to achieve the vision and mission of the organization. Develops and uses measures and rewards to hold self and others accountable for achieving results that embody the principles of diversity.

Team Building - Inspires, motivates, and guides others toward goal accomplishments. Consistently develops and sustains cooperative working relationships. Encourages and facilitates cooperation within the organization and with customer groups; fosters commitment, team spirit, pride, trust. Develops leadership in others through coaching, mentoring, rewarding, and guiding employees.

III. Results Driven

Accountability - Assures that effective controls are developed and maintained to ensure the integrity of the organization. Holds self and others accountable for rules and responsibilities. Can be relied upon to ensure that projects within areas of specific responsibility are completed in a timely manner and within budget. Monitors and evaluates plans; focuses on results and measuring attainment of outcomes.

Customer Service - Balancing interests of a variety of clients, readily readjusts

priorities to respond to pressing and changing client demands. Anticipates and meets the needs of clients; achieves quality end products; is committed to the continuous improvement of services.

Decisiveness - Exercises good judgment by making sound and well-informed decisions; perceives the impact and implications of decisions; makes effective and timely decisions, even when data is limited or solutions produce unpleasant consequences; is proactive and achievement oriented.

Entrepreneurship - Identifies opportunities to develop and market new products and services within or outside of the organization. Is willing to take risks; initiates actions that involve a deliberate risk to achieve a recognized benefit or advantage.

Problem Solving - Identifies and analyzes problems; distinguishes between relevant and irrelevant information to make logical decisions; provides solutions to individual and organizational problems.

Technical Credibility - Understands and appropriately applies procedures, requirements, regulations, and policies related to specialized expertise. Is able to make sound hiring and capital resource decisions and to address training and development needs.

Understands linkages between administrative competencies and mission needs.

IV. Business Acumen

Financial Management - Demonstrates broad understanding of principles of financial management and marketing expertise necessary to ensure appropriate funding levels. Prepares, justifies, and/or administers the budget for the program area; uses cost-benefit thinking to set priorities; monitors expenditures in support of programs and policies. Identifies cost-effective approaches. Manages procurement and contracting.

Human Resource Management - Assesses current and future staffing needs based on organizational goals and budget realities. Using merit principles, ensures staff are appropriately selected, developed, utilized, appraised, and rewarded; takes corrective action.

Technology Management - Uses efficient and cost-effective approaches to integrate technology into the workplace and improve program effectiveness. Develops strategies using new technology to enhance decision making. Understands the impact of technological changes on the organization.

V. Building Coalitions/ Communication

Influencing/Negotiating - Persuades others; builds consensus through give and take; gains cooperation from others to obtain information and accomplish goals; facilitates "win-win" situations.

Interpersonal Skills - Considers and responds appropriately to the needs, feelings, and capabilities of different people in different situations; is tactful, compassionate and sensitive, and treats others with respect.

Oral Communication - Makes clear and convincing oral presentations to individuals or groups; listens effectively and clarifies information as needed; facilitates an open exchange of ideas and fosters an atmosphere of open communication.

Partnering - Develops networks and builds alliances, engages in cross-functional activities; collaborates across boundaries, and finds common ground with a widening range of stakeholders. Utilizes contacts to build and strengthen internal support bases.

Political Savvy - Identifies the internal and external politics that impact the work of the organization. Approaches each problem situation with a clear perception of organizational and political reality; recognizes the impact of alternative courses of action.

Written Communication - Expresses facts and ideas in writing in a clear, convincing and organized manner.

OPM Leadership Competencies

FSI Courses vs **OPM Competencies**

FSI Courses	Continual Learning	Creativity & Innovation	External Awareness	Flexibility	Resilience	Service Motivation	Strategic Thinking	Vision	Conflict Management	Leveraging Diversity	Integrity/Honesty	Team Building	Financial Management	Human Resource Management	Technology Management	Influencing/Negotiating	Interpersonal Skills	Oral Communication	Partnering	Political Savvy	Written Communication	Accountability	Customer Service	Decisiveness	Entrepreneurship	Problem Solving	Technical Credibility
(Group)	Leading Change								Leading People				Business Acumen			Building Coalitions / Communication						Results Driven					
300 Early Morning Language Classes																											
PA-123 Managing Customer Service						✓			✓								✓	✓			✓		✓			✓	
PA-135 Property Management for Custodial Officers																						✓	✓			✓	✓
PA-137 Management Controls Workshop											✓											✓					✓
PA-143 Customer Service Training						✓			✓								✓						✓				✓
PA-150 CFMS System Overview and Orientation																											✓
PA-151 CFMS Budget Execution (BE)																											✓
PA-153 CFMS Requisition Documents (RQ)																											✓
PA-154 CFMS Miscellaneous Obligations																											✓
PA-155 CFMS Travel Orders (TO)																											✓
PA-160 Domestic Administrative Officers Seminar	✓	✓		✓			✓		✓				✓				✓	✓	✓		✓	✓	✓	✓		✓	✓
PA-164 Management Controls Workbook Self-study											✓											✓				✓	✓
PA-173 Contracting Officer Representative Update	✓	✓																				✓					✓
PA-174 Contracting Officer Representative Training (Pre-Award)	✓	✓									✓				✓							✓				✓	✓
PA-175 Contracting Officer Representative Training (Post Award)	✓	✓									✓											✓				✓	✓
PA-190 Basic Global Employment Management System Processing														✓													
PA-191 Introduction to the Global Employment Management System														✓								✓					✓
PA-192 Position Management in the Global Employment Management System														✓				✓	✓			✓					✓
PA-193 Basic Knowledge Center Reporting Tool													✓	✓								✓					✓
PA-194 Advanced Knowledge Center Reporting Tool	✓												✓	✓								✓					✓
PA-211 Financial Management Officer's Course (Overseas)						✓							✓	✓	✓		✓		✓			✓			✓	✓	
PA-215 Principles of Appropriation Law												✓	✓			✓										✓	
PA-221 General Services Operations	✓	✓		✓		✓			✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓		✓	✓	✓			✓	✓
PA-224 Basic Administrative Management				✓		✓	✓		✓	✓	✓	✓	✓	✓	✓		✓	✓	✓			✓	✓	✓	✓	✓	✓
PA-231 Human Resources Management Course				✓	✓	✓			✓	✓	✓	✓		✓			✓	✓	✓			✓	✓			✓	✓
PA-235 American Human Resource Management				✓	✓	✓			✓	✓		✓		✓			✓					✓	✓				✓
PA-245 ICASS Executive Seminar						✓							✓														
PA-360 Introduction to Supply Chain Management																											
PA-361 ILMS Ariba Approver																											
PA-374 ILMS Ariba Budget and Fiscal																											
PA-375 ILMS Ariba Requester																											
PC-108 Consular Leadership Development Conference	✓					✓		✓				✓				✓		✓								✓	
PC-116 Automation for Consular Managers														✓	✓	✓						✓					

OPM Leadership Competencies

FSI Courses — OPM Competencies

FSI Courses	Leading Change								Leading People				Business Acumen			Building Coalitions Communication						Results Driven					
	Continual Learning	Creativity & Innovation	External Awareness	Flexibility	Resilience	Service Motivation	Strategic Thinking	Vision	Conflict Management	Leveraging Diversity	Integrity/Honesty	Team Building	Financial Management	Human Resource Management	Technology Management	Influencing/Negotiating	Interpersonal Skills	Oral Communication	Partnering	Political Savvy	Written Communication	Accountability	Customer Service	Decisiveness	Entrepreneurship	Problem Solving	Technical Credibility
PC-120 Task Force II Crisis Work					✓												✓										
PC-126 Advanced Consular Namechecking Techniques																						✓					✓
PC-530 Basic Consular Course		✓				✓				✓								✓				✓	✓				✓
PC-532 Advanced Consular Course									✓	✓	✓		✓	✓			✓					✓	✓				
PC-535 American Citizens Services						✓																					✓
PC-536 Passport and Nationality						✓				✓								✓				✓	✓				✓
PC-537 Immigrant Visas						✓												✓					✓				✓
PC-538 Nonimmigrant Visas						✓												✓					✓				✓
PC-540 Consular Review and Automation Update															✓												✓
PC-541 Fraud Prevention for Consular Managers																						✓				✓	
PD-520 Visual Aid Basics	✓																										
PD-521 New Work Habits for Coping with Change				✓	✓		✓																				✓
PD-529 Strategic Planning and Performance Measurement							✓																				
PD-531 Collecting and Measuring Performance Data																											✓
PD-532 Analyzing and Interpreting Performance Measurement Data																										✓	✓
PE-125 Commercial Tradecraft			✓				✓								✓												✓
PE-127 Petroleum and Gas Industry			✓																								
PE-130 Aviation Policy and Negotiation			✓																								✓
PE-131 Telecommunications Industry			✓				✓								✓												✓
PE-134 Trade Dispute Resolution			✓				✓									✓										✓	
PE-135 Trade and Project Finance			✓				✓													✓							
PE-137 Coal and Power			✓																								
PE-138 Intellectual Property Rights			✓				✓																				✓
PE-141 Combating Terrorist Financing			✓				✓									✓				✓						✓	✓
PE-142 Resource Economics Seminar			✓				✓									✓				✓						✓	
PE-150 Biotechnology in Trade and Development			✓				✓									✓				✓						✓	
PE-222 Trade Agreement Implementation	✓		✓				✓																			✓	
PE-250 Economic and Commercial Studies		✓																✓			✓					✓	
PE-285 Economic Issues			✓		✓																					✓	
PE-290 Senior Commercial Course			✓				✓																				
PE-291 Trade and Environment			✓				✓								✓											✓	
PE-504 Country Data Analysis							✓	✓																		✓	
PE-562 Environment, Science and Technology			✓				✓	✓							✓								✓				
PK-104 CS/OSP Training for Entering Personnel																	✓										✓

OPM Leadership Competencies

FSI Courses	Continual Learning	Creativity & Innovation	External Awareness	Flexibility	Resilience	Service Motivation	Strategic Thinking	Vision	Conflict Management	Leveraging Diversity	Integrity/Honesty	Team Building	Financial Management	Human Resource Management	Technology Management	Influencing/Negotiating	Interpersonal Skills	Oral Communication	Partnering	Political Savvy	Written Communication	Accountability	Customer Service	Decisiveness	Entrepreneurship	Problem Solving	Technical Credibility
	Leading Change								**Leading People**				**Business Acumen**			**Building Coalitions / Communication**						**Results Driven**					
PK-111 Pathways to Success	✓																✓									✓	
PK-143 Proofreading																	✓				✓						
PK-146 Job Savvy						✓			✓														✓			✓	
PK-159 Drafting Correspondence																					✓						✓
PK-205 Travel Regulations and Vouchers																											
PK-206 CS Office Support Professionals Program	✓											✓					✓				✓		✓				✓
PK-207 Files Management and Retirement																					✓						✓
PK-225 Better Office English: Written																					✓						
PK-226 Better Office English: Oral																		✓									
PK-240 Effective Speaking and Listening Skills																		✓									
PK-241 Writing Effective Letters and Memos																					✓						
PK-245 Basic Leadership Skills				✓						✓	✓	✓					✓	✓								✓	
PK-246 Employee Relations									✓					✓			✓	✓						✓		✓	✓
PK-305 Managing Up for OSP: Working Effectively w/Supervisor																											
PK-330 New Ways to Problem Solve												✓					✓	✓		✓	✓			✓		✓	✓
PK-333 Office Technology in the 21st Century		✓													✓											✓	✓
PN-105 Orientation for Civil Service Employees											✓												✓				✓
PN-113 Introduction to Working in an Embassy										✓							✓						✓				✓
PP-203 Arms Control/Nonproliferation	✓		✓																								
PP-204 Congressional Relations			✓																	✓							
PP-211 Multilateral Diplomacy							✓									✓	✓									✓	
PP-212 Intelligence and Foreign Policy			✓				✓													✓							
PP-218 INL Orientation Workshop			✓				✓									✓				✓						✓	
PP-219 Legislative Affairs Orientation			✓				✓																				
PP-220 How to Serve the Policy Makers							✓										✓	✓						✓			
PP-501 International Negotiation: Art and Skills							✓			✓		✓				✓		✓								✓	
PP-505 Political-Military Affairs			✓				✓																			✓	
PP-507 Human Rights in the Foreign Policy Process			✓																								
PP-510 Global Issues			✓				✓								✓												
PP-512 How to serve on an Arms Control/Nonproliferation Delegation												✓				✓	✓				✓					✓	
PP-514 International Conflict: Peace Operations			✓				✓			✓		✓				✓	✓									✓	
PP-515 Advanced Negotiation: Solving Negotiation Problems							✓									✓		✓								✓	
PP-516 Population, Refugee and Migration Officers: Orientation			✓				✓																			✓	
PP-517 International Conflict: Diplomacy			✓				✓									✓										✓	

OPM Leadership Competencies

FSI Courses	Leading Change								Leading People				Business Acumen			Building Coalitions / Communication						Results Driven						
OPM Competencies	Continual Learning	Creativity & Innovation	External Awareness	Flexibility	Resilience	Service Motivation	Strategic Thinking	Vision	Conflict Management	Leveraging Diversity	Integrity/Honesty	Team Building	Financial Management	Human Resource Management	Technology Management	Influencing/Negotiating	Interpersonal Skills	Oral Communication	Partnering	Political Savvy	Written Communication	Accountability	Customer Service	Decisiveness	Entrepreneurship	Problem Solving	Technical Credibility
PP-519 Int'l Conflict Workshop: Prevention to Intervention			✓				✓									✓				✓						✓	
PP-521 International Terrorism: Threat and Response							✓									✓				✓							✓
PS-201 Introduction to MS Windows NT 4.0																											✓
PS-216 SIPRNet and Interlink-S																											✓
PS-218 Introduction to the Internet																											✓
PS-218 OpenNet Plus and the Internet																											✓
PS-280 Introduction to MS Project 2000																											✓
PS-284 Cable Express for End Users																											✓
PS-318 Internet for Power Users																											✓
PS-432 MS Word 2003 Level One																											✓
PS-433 MS Word 2003 Level Two																											✓
PS-440 MS PowerPoint 2003 Level One																											✓
PS-441 MS PowerPoint 2003 Level Two																											✓
PS-450 MS Access 2003 Level One																											✓
PS-451 MS Access 2003 Level Two																											✓
PS-470 MS Excel 2003 Level One																											✓
PS-471 MS Excel 2003 Level Two																											✓
PS-498 Introduction to MS Outlook 2003																											✓
PS-418 Web Development Fundamentals																											✓
PT-107 EEO/Diversity Awareness for Managers and Supervisors												✓		✓			✓	✓									
PT-113 Effective Public Speaking/Executive Media		✓		✓																							
PT-121 Managing People Problems		✓		✓								✓		✓		✓	✓									✓	
PT-128 Introduction to Business Process Reengineering												✓														✓	
PT-129 Team Building												✓					✓									✓	
PT-133 Senior Executive Threshold Seminar		✓					✓				✓	✓				✓		✓								✓	
PT-203 Washington Tradecraft							✓									✓		✓		✓	✓						
PT-205 Performance Management Seminar												✓		✓				✓									
PT-206 Managing Change				✓				✓		✓	✓	✓															
PT-207 Intermediate Leadership Skills				✓			✓			✓	✓					✓	✓	✓	✓							✓	
PT-208 Managing State Projects									✓	✓																	
PT-209 Executive Overview to Managing State Projects								✓	✓	✓	✓	✓															
PT-210 Advanced Leadership Skills							✓		✓	✓	✓					✓	✓					✓					
PT-211 Coaching: A Tool for Leading People																✓	✓										
PT-212 Creative Problem Solving Workshop		✓			✓		✓	✓	✓	✓									✓							✓	

OPM Leadership Competencies

FSI Courses mapped to OPM Leadership Competencies (grouped as: Leading Change — Continual Learning, Creativity & Innovation, External Awareness, Flexibility, Resilience, Service Motivation, Strategic Thinking, Vision; Leading People — Conflict Management, Leveraging Diversity, Integrity/Honesty, Team Building; Business Acumen — Financial Management, Human Resource Management, Technology Management; Building Coalitions/Communication — Influencing/Negotiating, Interpersonal Skills, Oral Communication, Partnering, Political Savvy, Written Communication; Results Driven — Accountability, Customer Service, Decisiveness, Entrepreneurship, Problem Solving, Technical Credibility).

FSI Courses	Continual Learning	Creativity & Innovation	External Awareness	Flexibility	Resilience	Service Motivation	Strategic Thinking	Vision	Conflict Management	Leveraging Diversity	Integrity/Honesty	Team Building	Financial Management	Human Resource Management	Technology Management	Influencing/Negotiating	Interpersonal Skills	Oral Communication	Partnering	Political Savvy	Written Communication	Accountability	Customer Service	Decisiveness	Entrepreneurship	Problem Solving	Technical Credibility
PT-213 Starting Right: Seminar for Program Directors		✓					✓	✓				✓							✓	✓							
PT-214 Managing Conflict Productively					✓		✓	✓	✓	✓									✓	✓							
PT-215 Team Leadership Workshop												✓				✓	✓									✓	
PT-216 7 Habits of Highly Effective People	✓	✓		✓	✓																						
PT-217 Running Effective Meetings Workshop									✓								✓	✓								✓	
PT-218 Leading In a Diverse Workforce										✓	✓	✓		✓			✓										
PT-221 Four Roles of Leadership							✓			✓		✓		✓			✓					✓	✓		✓		
PT-224 Influence By Design							✓	✓	✓							✓	✓	✓	✓	✓						✓	
PT-230 New Trends in Public Diplomacy	✓														✓												
PT-251 Productively Managing Stress	✓			✓	✓																						
PT-252 Managing Up: Working Effectively With Your Manager											✓					✓	✓			✓							
PT-253 Negotiation Skills for Managers				✓					✓		✓					✓	✓	✓						✓		✓	
PT-501 International Negotiation: Arts and Skills							✓		✓			✓				✓	✓	✓								✓	
PY-101 Public Diplomacy Tradecraft							✓	✓	✓				✓		✓		✓	✓						✓		✓	
PY-113 Public Diplomacy Basics	✓														✓												
PY-114 Introduction to Public Diplomacy							✓																				
PY-118 Managing Press and Information Programs Overseas (unit one)							✓																				
PY-119 Managing Press and Information Programs Overseas (unit two)							✓																			✓	
PY-120 Managing Cultural, Educational and Exchange Programs (unit one)							✓																				
PY-121 Managing Cultural, Educational and Exchange Programs (unit two)							✓																			✓	
PY-124 Managing International Visitors Programs							✓																			✓	✓
PY-125 Managing Fulbright Programs							✓																			✓	
PY-126 Speechwriting and Presentation Skills																					✓						
PY-127 Dealing with Broadcast Media							✓											✓									
PY-128 IIP Programs, Products and Services																								✓		✓	
PY-129 Microsoft Applications for Public Diplomacy Officers	✓														✓											✓	✓

OPM Leadership Competencies

FSI Courses	Leading Change								Leading People				Business Acumen			Building Coalitions Communication						Results Driven					
OPM Competencies	Continual Learning	Creativity & Innovation	External Awareness	Flexibility	Resilience	Service Motivation	Strategic Thinking	Vision	Conflict Management	Leveraging Diversity	Integrity/Honesty	Team Building	Financial Management	Human Resource Management	Technology Management	Influencing/Negotiating	Interpersonal Skills	Oral Communication	Partnering	Political Savvy	Written Communication	Accountability	Customer Service	Decisiveness	Entrepreneurship	Problem Solving	Technical Credibility
YW-642 Desktop Systems																											✓
PT-300 Leader as Facilitator												✓				✓	✓										
PT-301 Appearing Effective in the Media																	✓	✓		✓							
PT-302 Testifying Before Congress																	✓	✓		✓							
PT-303 Crisis Leadership							✓	✓				✓							✓								
PT-304 Deputy Assistant Secretary as Leader		✓					✓		✓			✓				✓	✓			✓				✓		✓	
PT-305 Executive as Coach and Mentor												✓														✓	

Other Resources

The Foreign Service Institute (FSI)
Office of the Registrar: 703-302-7144
OpenNet FSI website:
http://fsiweb.fsi.state.gov
Department-funded training opportunities at the George P. Shultz National Foreign Affairs Training Center in Arlington, Virginia.

Bureau of Human Resources (HR)
Office of Civil Service Personnel Management (HR/CDA): 202-647-7252
http://hrweb.hr.state.gov/csp/index.html

Office of Career Development and Assignments (HR/CDA): 202-647-1692
Sponsors programs that provide opportunities for interested Civil Service employees to work overseas in Foreign Service positions and to compete for entry into the Foreign Service.

Office of Civil Service Human Resources Management: 202-663-2128
The Office of Civil Service Personnel Management's Career Development Division provides information on Department-wide career development programs and other training and development opportunities for Civil Service employees.

Career Development Resource Center: 202-663-3042
Fax: 202-663-3146
2401 E Street, NW
Washington, DC 20520
Room L-321, SA-1, Columbia Plaza
E-mail: CDRC@state.gov
The Career Development Resource Center (CDRC) is a service organization where Civil Service employees can receive free, professional assistance to help them identify and implement sound career moves.

Individual Development Planning (IDP)
See Career Development Resource Center for information on the planning process and forms.
http://hrweb.hr.state.gov/csp/cdrc/idp.html

Long-Term Training Opportunities: 202-647-1692
http://hrweb.hr.state.gov/cda/long-term_training.html, then click on Training Opportunities.
Each year, HR/CDA publishes a brochure entitled, Foreign Service and Civil Service Long-Term Training Opportunities, for the following academic year.

Civil Service Worklife Programs

202-663-1815

Room H246, SA-1

http://hrweb.hr.state.gov/er/worklife/
wl.html

Confidential counseling on personal and
life/work-related issues

Employees Consultation Service

202-663-1815

Professional and confidential personal
counseling

IQ: Info Quest

800-222-0364

http://www.worklife4you.com

No cost counseling, education and
referral services available to permanent
DoS employees and their eligible family
members.

Office of Personnel Management

1-888-676-9632

http://www.leadership.opm.gov/
bycategory.cfm#cl

The Federal Executive Institute and the
Management Development Centers
provide management and leadership
training in an interagency residential setting

USAJOBS

www.usajobs.opm.gov

Information on federal job opportunities
government-wide.

USDA Graduate School

http://grad.usda.gov

The USDA Graduate School is a
continuingeducation institution offering
more than 1,500 different courses for
career development and personal
enrichment.